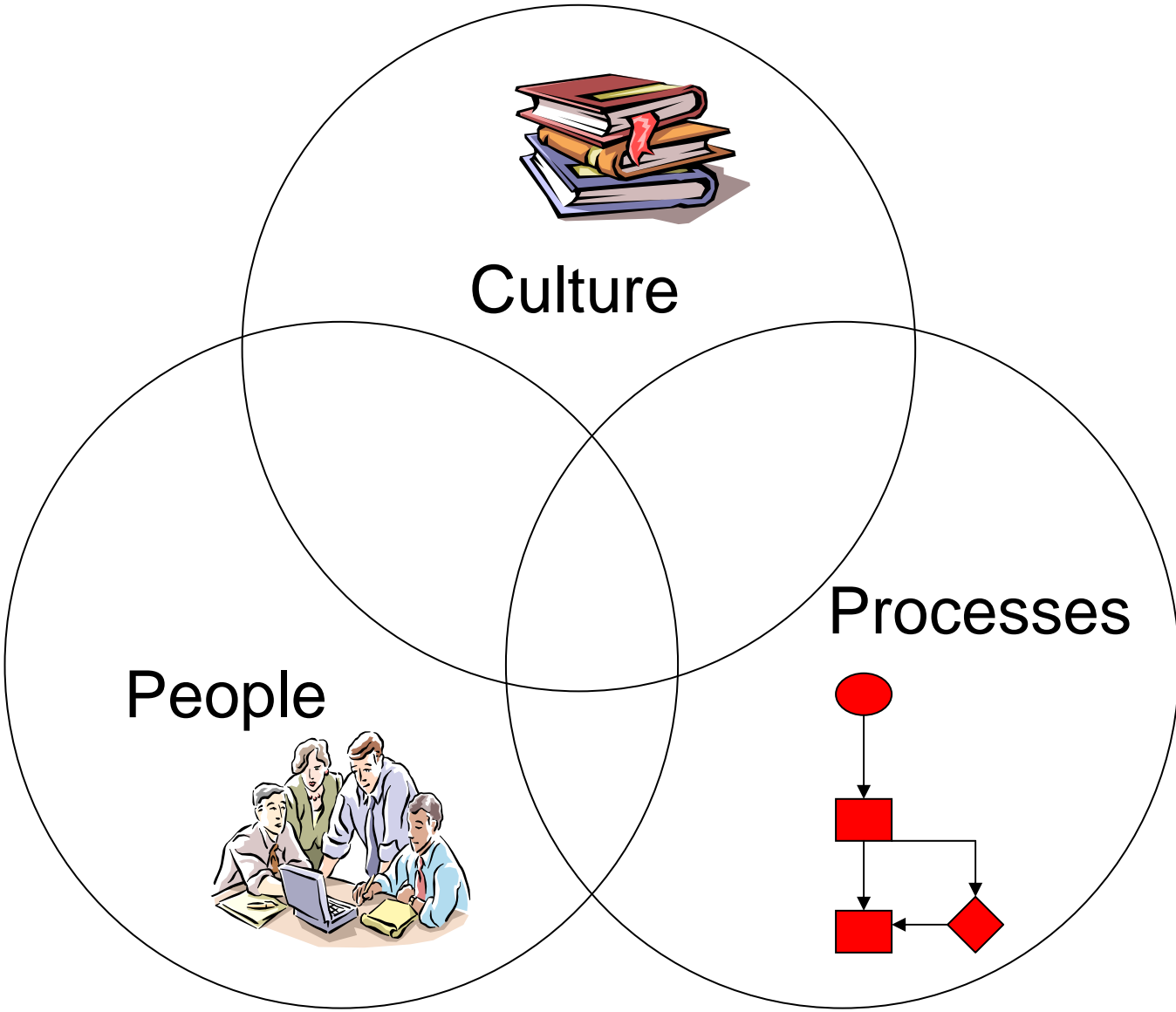# Change Management

AGENDA

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I. Introduction

Some ideas for understanding the importance of managing change.

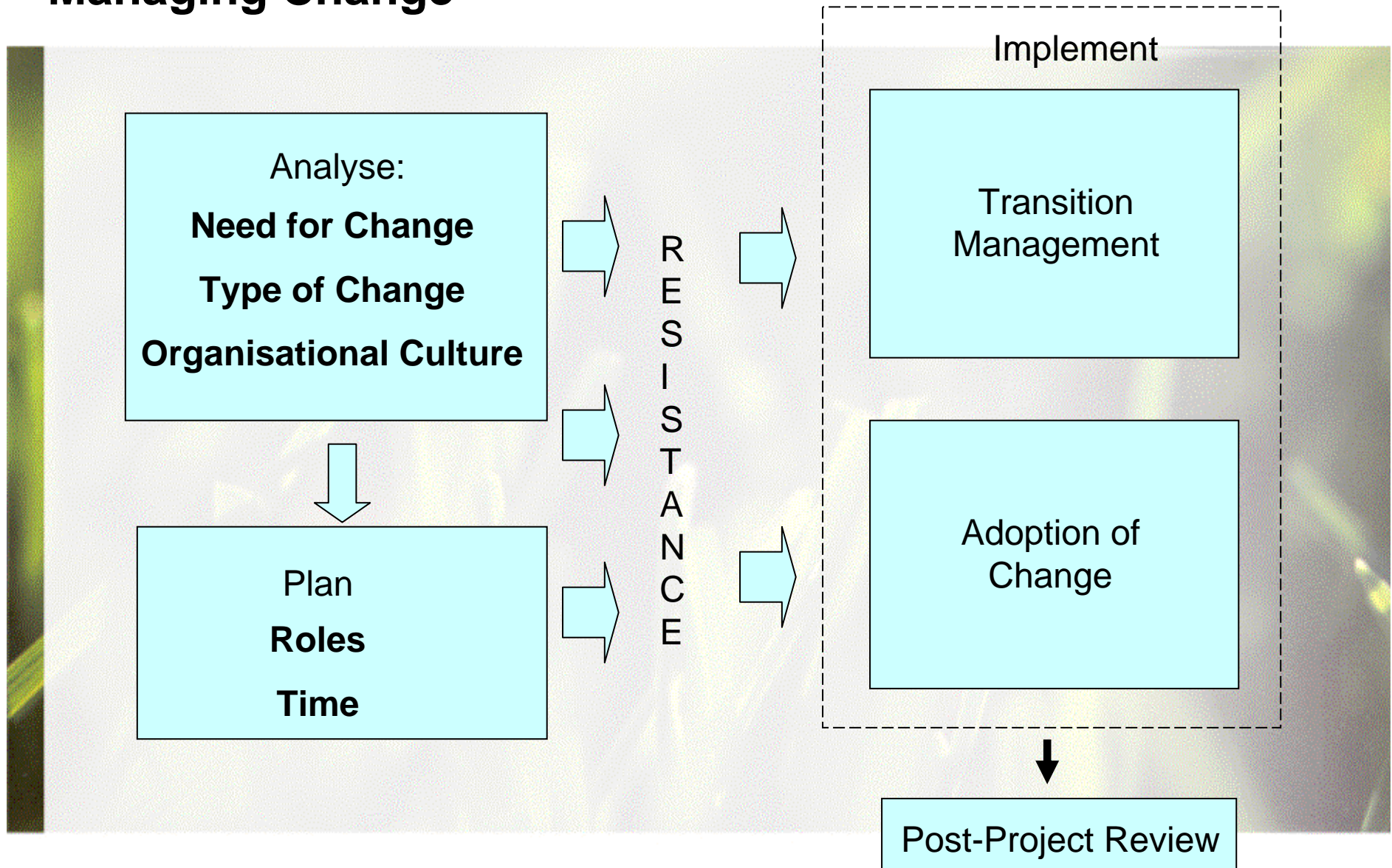➢ There are no easy solutions
➢ Adapt processes to suit the change intended (often the emphasis has been on the processes)
➢ Change requires teamwork and leadership (and the two combined)
➢ Work with the culture (even when you want to change it)
➢ Communicate, communicate, communicate

Therefore, living with change and managing change is an essential skill for all

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Culture

People

Processes

Managing Change

Analyse:

Need for Change

Type of Change

Organisational Culture

Plan

Roles

Time

R E S I S T A N C E

Implement

Transition Management

Adoption of Change

Post-Project Review

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II. Types of Change

There are a number of ways in which change can be categorised

Ackerman (1997) three types of change:

Type of Change	Characteristics
Developmental	May be either planned or emergent; It is change that enhances or corrects existing aspects of an organisation, often focusing on the improvement of a skill or process.
Transitional	Seeks to achieve a known desired state that is different from the existing one.
Transformational	It is radical. It requires a shift in assumptions made by the organisation and its members. Transformation can result in an organisation that differs significantly in terms of structure, processes, culture and strategy.

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III. Types of Organisational Cultures

Collegiate

- There is a dual structure of administrative and academic management
- Academic status is perceived as higher than support or administrative functions.
- Decision making occurs through committees, which can be slow and lack cohesion.

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III. Types of Organisational Cultures

Bureaucratic

- Characterised by strong central management and top-down decision making.
- The hierarchy of control and decision making is clearly established in the administrative and management structures of the institutions.

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III. Types of Organisational Cultures

Innovative

- Institutions with flexible structures geared to respond and adapt quickly to external factors and influences.
- Strong culture of change and innovation with frequent changes in directions of activities and focus of interest.

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III. Types of Organisational Cultures

Enterprise

- More closely aligned to traditional businesses and industry approaches.
- Traditional management roles and structures with clear demarcation of responsibilities and hierarchical decision making processes.

Next table identifies some features of each type of organisation : useful to consider when trying to implement change

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Factor	Collegiate	Bureaucratic	Innovative	Enterprise
Dominant value	Freedom	Equity	Loyalty	Competence
Role of central authorities	Permissive	Regulatory	Directive	Supportive
Handy's organisational culture	Person	Role	Power	Task
Dominant unit	Department / individual	Faculty / committees	Institution / senior management team	Sub-unit / project teams
Decision areas	Informal groups networks	Committees and administrative briefings	Working parties and Senior Management team	Project teams
Management style	Consensual	Formal / "rational"	Political / tactical	Devolved leadership
Timeframe	Long	Cyclic	Short / mid term	Instant
Environmental fit	Evolution	Stability	Crisis	Turbulence
Nature of change	Organic innovation	Reactive adaptation	Proactive transformation	Tactical flexibility
External referents	Invisible college	Regulatory bodies	Policy makers as opinion leaders	Clients / sponsors
Internal referents	The discipline	The rules	The plans	Market strength / students
Basis for evaluation	Peer assessment	Audit of procedures	Performance indicators	Repeat business
Student status	Apprentice academic	Statistic	Unit of resource	Customer
Administrator roles: servant of…	The community	The committee	The chief executive	The client, internal or external

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IV. Types of Strategies

WHAT NEEDS TO CHANGE?

Having established what <u>type of change</u> you are intending to make and within what <u>type of organisational culture</u> you are operating, you are now in a position to consider your overall <u>strategy</u>

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The five change strategies are not mutually exclusive and a range of strategies can be employed to effect change

Strategies for Managing Change

Strategy	Andvantages	Disadvantages
Directive	Relatively fast	Ignores the views of those affected by change
Expert	Use relevant expertise Small groups required Relatively fast to implement	Expertise may be challenged. Resistance of those not consulted
Negotiated	Change recipients have some say Resistance to change likely to be reduced (or areas of disagreement highlighted)	May be relatively slow Anticipated change may have to be modified
Educative	People committed to change	Relatively slow Likely to require more resources and more costs involved
Participative	Change more likely to be accepted More people committed to change More opportunity	Relatively slow to implement More complex to manage Will require more resources Increased costs

FAST

Clearly planned

Little involvement

Need to overcome resistance

SLOW

Exploratory

Wide involvement
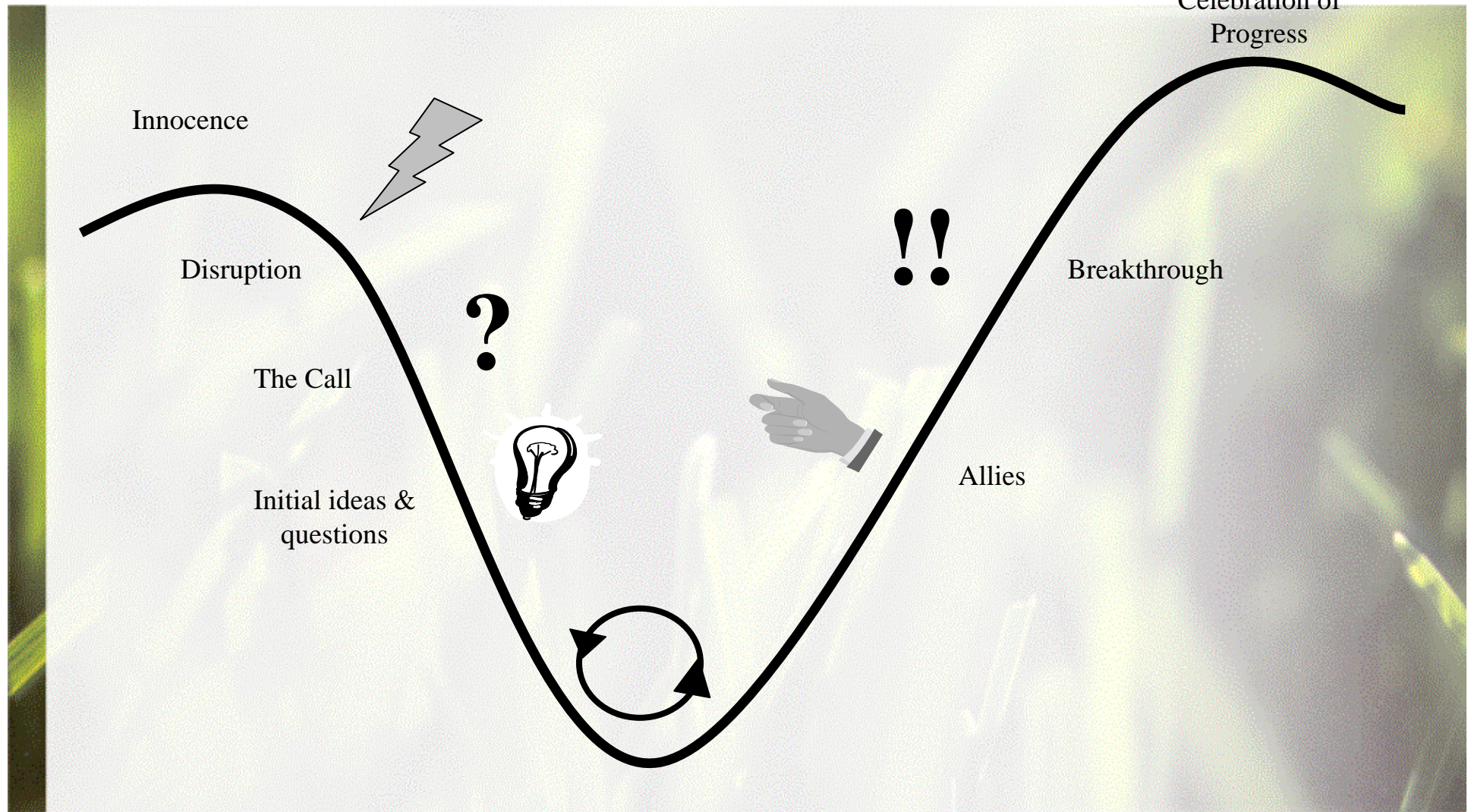
Minimise resistance

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V. Resistance to Change

Any change will have its proponents and its opponents.

In the initial stages of the development of proposals, it can be useful to test your ideas with staff who are prepared to be more sceptical and act as a devil's advocate.

V. Resistance to Change

Innocence

Disruption

The Call

Initial ideas & questions

Turbulence

Breakthrough

Review & Celebration of Progress

Allies

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VI. Case Study

Bolonia's Process : teaching

- Project starts in January 2007:
  - Identify Leadership
  - Identify People (team: It is critical that you get the right mix of people in the team.)
- First step: "where we are" and "where we want to go" (**value proposition**)
- Identify key processes: one coordinator for each process
- Teambuilding: people work in collaborative way

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VI. Case Study

Bolonia's Process : teaching

- Analysis: improvements for each process

- Plan: priority changes based on important and urgent

- Implementation: it is critical phase.

  ➢Communicate

  ➢Making changes come from within

….. And we are working in this….. Until 2009

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VII. Conclusions

- Change requires focus on : PEOPLE, PROCESSES, CULTURE

- Change requires teamwork and leadership (and the two combined)

- There are 3 conditions that suggest that an Organisation is ready for change:

  - Leaders are respected and effective

  - People feel personally motivated to change

  - The organisation is non hierarchical and people are accustomed to collaborative work

Thank You!!

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